

THE GEORGE WASHINGTON UNIVERSITY
Washington, D. C.

MINUTES OF A REGULAR MEETING
OF THE FACULTY SENATE HELD ON
SEPTEMBER 23, 1988, IN LISNER HALL,
ROOM 603

The meeting was called to order by the new President, Stephen Joel Trachtenberg, at 2:25 p.m.

Present: President Trachtenberg, Registrar Gaglione, Parliamentarian Schechter, Berkovich, Birnbaum, Burdetsky, Burks, Chaves, Cohn, Deering, Elgart, Fox, Friedenthal, Garriis, Graff, Griffith, Kenny, Kirsch, Liebowitz, Morgan, Painter, Park, Prats, Robbins, Robinson, Schiff, Smith, Solomon, Tolchin and Yezer

Absent: Vice President French, Cibinic, Divita, East, Leonard, Moore, Paratore, and Parrish

The President introduced Professor Lois E. Graff, a new member of the Senate, as the replacement for Professor Philip D. Grub who was on sabbatical leave for the 1988 Fall Semester.

APPROVAL OF THE MINUTES

The President called for approval of the minutes of the regular meeting of May 6, 1988, as distributed. Professor Griffith asked that the last sentence in the last paragraph on Page 5 be amended to read: "Professor Griffith said that, unless the original Terms of Agreement of October 1986, the 1986 Articles of Incorporation, or the Bylaws of WRLC had been changed, there was no bar to electing faculty members to the Board of the Washington Research Library Consortium." The amendment was approved. Ms. Trone noted that Resolutions 88/1 and 88/2, adopted by the Senate at its May 6, 1988, meeting, were inadvertently omitted as attachments to the minutes and would be distributed with the September minutes. The minutes, as amended, were then approved.

INTRODUCTION OF RESOLUTIONS

No resolutions were introduced.

UPDATE OF DATA RELATING TO RESOLUTION 87/1, "A RESOLUTION CONCERNING FACULTY SALARIES"; PROFESSOR ARTHUR D. KIRSCH, CHAIRMAN, APPOINTMENT, SALARY, AND PROMOTION POLICIES COMMITTEE

On behalf of the Appointment, Salary, and Promotion Policies Committee, Professor Kirsch summarized the data contained in the report relating to Resolution 87/1 concerning faculty salaries which President Elliott, as outgoing President, had declined to act upon. This data, Professor Kirsch said, was to reinforce the Committee's desire to have this resolution acted upon by the new President as soon as possible. Basically, he said, the Committee had requested

that the administration move forward to achieve the AAUP Level I, which was the 80th percentile, for the University-as-a-whole and no less than the 60th percentile for all schools. He then distributed an additional set of data recently received from the administration that reflected the 1988 faculty salary averages. (The 1988 data is attached.)

Professor Park commented that he appreciated Professor Kirsch's concept of the "market basket" comparison because market forces did bring to bear on the University important pressures that individuals must respond to in terms of their own markets, and individual schools in their individual capacities. As Chairman of the Faculty Appointments Committee of the Law School, Professor Park said that the contrast between what the Law School could offer and what lawyers in private practice were earning, including even the Law School's graduates of last year, was startling. By using "market basket" comparisons, it was possible to compare GWU salaries with a sample of universities with similar aspirations and urban environments, as well as to compare GWU's individual colleges with their colleges, and the internal distributions of resources at GWU with similar distributions of resources at theirs. In this regard, Professor Park said that he had made such a "market basket" comparison of law schools and university-wide salaries, plus data on law firm salary pressures on law school faculty recruitment. In this study, he found that the data appeared to establish that among the "market basket" universities, a substantial salary differential existed between law full professors and full professors in other divisions of those universities, and the GW Law School was fairly typical in that regard. Also GW Law School had to compete for faculty not only with law schools in the top decile in the United States, but with large urban law firms and the private business sector, where salaries ran 100% to 200% above those paid law faculty members of comparable qualifications. A small relative decrease in law faculty salaries would produce a dramatic drop in the rank position of the Law School, and would create a high risk of a substantial drop in GW Law School's competitiveness for law faculty. Professor Park suggested that schools and colleges of the University could use the methodology that Professor Kirsch recommended and apply it to their own situations and evaluate how they were doing relative to their own peers in the profession. He said that this methodology would be very helpful in clarifying GW's situation and in making more realistic plans for the future. Professor Park said that he would be happy to make available copies of his study to anyone who might be interested.

Professor Kirsch pointed out that the ASPP Committee had requested that the Executive Committee and the Deans give the Committee their eleven recommendations for a market basket of schools which the Committee would then refine in order to try to reach some agreement from both faculty and the administration on where GW would like to be realistically in five years. Professor Cohn noted that some data in Professor Kirsch's report related to the Medical School was conspicuous by its absence. He pointed out that there were five

(Corrected 10/14/88)

basic science departments whose faculty hold Ph.Ds, and who ~~were~~ *held appointments in BSAS and who are paid by the medical School.* ~~budgeted in the Graduate School of Arts and Sciences.~~ Professor Cohn said that for many years professors in the basic science departments have been hovering between the 20th and 25th percentile and they would like to see that changed too.

Professor Yezer commended Professor Kirsch on his report and the effort it involved. He said that it was important, however, to be very cautious in pushing numbers too far and disaggregating by school. While he shared the notion that the Law School faculty were hardly overpaid and that the market basket approach was an improvement, he would suggest that more detailed information on salaries could be obtained by faculty in individual departments, for example, by writing to chairmen of departments of other universities on a collegial basis. Professor Yezer said he would like to emphasize the point made in the final report of the Committee on Coordinated Planning that there should really be a concern with the overall package of salary, teaching load, the ability to do research, the availability of research assistance, the quality of laboratories and so forth, because all of these, in fact, were in a sense compensation, as well as the benefits package. Therefore the University competes on many margins for faculty. Professor Yezer noted that, unfortunately, one faculty member could hardly carry on all this work and he thought that part of the difficulty was that more faculty involvement was required or that this matter should be institutionalized within the administration.

President Trachtenberg said that he thought faculty compensation was obviously a key ingredient in building a first-rate University. Compensation was, indeed, a part of the entire array of aspects that made up the environment of the institution. However, he said, that one of the problems he had with Professor Kirsch's presentation was that all the emphasis was placed on the expenditure side and none on the income side. For example, if one were to look at a market basket of a comparable group of institutions, one had to look at their tuition, the nature of their programs, the number of schools they have, and whether medical or engineering schools have to be aggregated or disaggregated appropriately. And to some extent, he said, one must also have to look at the capacity of the institution to raise funds and the capacity of the institution to draw from its endowment. What was important, essentially, he said, was that "the right foot and the left foot moved forward together," and that in order to spend money we had to earn money, and as a community we needed to make that happen. He said that he appreciated Professor Kirsch's report and looked upon it as a very helpful document.

GENERAL BUSINESSI. NOMINATION FOR ELECTION OF FACULTY TO SENATE STANDING COMMITTEES

On behalf of the Executive Committee, Professor Robinson moved the following nominations: Professor Jonathan D. Fife and Assistant Professor Fred Forney to Administrative Matters as They Affect the Faculty; Professor Edward A. Caress and Professor David A. Rowley to Athletics; Professor Joan R. Regnell to Appointment, Salary and Promotion Policies; and Associate Professor Lois E. Graff to University Development and Resources. No additional nominations were made, and the nominees were elected unanimously.

II. NOMINATION FOR ELECTION OF STUDENTS TO SENATE STANDING COMMITTEES

On behalf of the Executive Committee, Professor Robinson moved the following nominations: Larry Weisberg and Kenny Emson to Athletics; Lynn Ribar and Anthony Crosby to Educational and Admissions Policy; Paul Mammalian and Beverly Wolfer to Honors and Academic Convocations; and Herbie Mendelsohn and Jim Burke to Physical Facilities. No additional nominations were made, and the nominees were elected unanimously.

III. NOMINATION FOR APPOINTMENT BY THE PRESIDENT OF HAROLD P. GREEN, PROFESSOR OF LAW, TO THE ADMINISTRATIVE COMMITTEE ON THE JUDICIAL SYSTEM

On behalf of the Executive Committee, Professor Robinson moved the nomination of Harold P. Green, Professor of Law, for appointment by the President to the Administrative Committee on the Judicial System. No additional nominations were made, and Professor Green was unanimously elected.

IV. REPORT OF THE EXECUTIVE COMMITTEE

On behalf of the Executive Committee, Professor Robinson reported that the Executive Committee met twice during the summer. One meeting, which was called in response to faculty concern regarding the consultative process in the appointment of an acting dean in SGBA, was attended by President Elliott and Vice President French. It focused on the matter of faculty consultation in the appointments of acting deans. The process which was subsequently employed in the case of Columbian College by President Trachtenberg was to request and receive recommendations from the Council of Chairs of that College. The second Executive Committee meeting was an informal discussion to identify priority matters for Senate consideration during the current session. These items were reported at the Faculty Assembly. The assignments made, to date, to Standing Committees reflect the identification of these priority matters. Some committees had already met to consider these requests, as well as plan their own agendas for the year. She noted that the Executive Committee would be placing Interim Reports from the Senate Standing Committees as an item on the agenda for the October 14th Senate meeting.

Professor Robinson then said that continued faculty concerns regarding the current budget had been expressed to the Executive Committee and relayed to President Trachtenberg, who, she understood, would address the matter of the budget during this meeting, having spoken earlier today about this issue at the Columbian College Faculty meeting. She then reported that a grievance from the Medical School had been filed with the Executive Committee and efforts at informal mediation had not been successful. Therefore, in accordance with procedures stated in the Faculty Code, the Executive Committee had appointed a three-person Special Mediation Committee. She submitted for the record two letters from former President Elliott, one to the Board of Trustees and the other to the faculty. She called attention to the announcements and information concerning Parent's Day on Saturday, October 15th, and urged the faculty's participation. She requested that resolutions for the October Senate meeting be forwarded to the Executive Committee by September 30th, and she noted the new location of the Faculty Senate Office in Room 305, Rice Hall.

At this point, the President, in response to Professor Robinson's invitation, addressed the matter of the budget. (The President's remarks are attached hereto and made a part of these minutes.)

V. ANNUAL REPORTS

The Annual Report (1987-88) of the Committee on Professional Ethics and Academic Freedom was received as distributed with the agenda.

BRIEF STATEMENTS

Professor Griffith said he wished to respond to President Trachtenberg's remarks concerning the budget. It seemed to him that what looked from the standpoint of the administration to be a fairly small measure of reduction in the budget available for the academic programs, looked a bit different from the standpoint of the operating departments; and he urged the administration to look very carefully at the way in which the deficit was, in fact, emerging from the budget. He pointed out that the 1% reduction in funds available within the departments and schools came on top of the admission of a substantially larger incoming class, so that many of the departments were overrun with students, but at the same time, being told to cut back on their part-time faculty budgets. Similarly, the so far unrestored cutback of funds for Library acquisitions ran counter to strong pressures for increased faculty research productivity. He also thought that the fundamental basis of successful recruiting was to please the students, and he did not think it appropriate for students to have to use classroom space in the Grant School given the kind of tuition the students paid at GW. All of these aspects of the budget interacted with one another in various ways and the 1%

reduction could amount to something more than an "inconvenience." Professor Griffith emphasized that one of the points made in last year's Senate budget debate was that if one compared current operating revenues for instruction and auxiliary enterprises and so forth with related current expenditures, there was no budget deficit. The deficit arose because moneys were being paid out at a very rapid rate to fund capital building programs. What happened to moneys from gifts and endowments seemed to be a great mystery. Professor Griffith concluded by saying that he hoped the President would be more successful in cracking some of these mysteries and he hoped that the President would pay close attention to the question of whether the current cutback, that would seriously affect the operating units, was a real fiscal necessity.

Professor Yezer said he wished at this time to give a report of the Committee on Coordinated Planning as one of its three faculty members. This Committee, he said, was a creature of the Senate and was based on a Senate-sponsored study by Professor Peter P. Hill. Its charge was to concentrate on what should be done about the anticipated surplus from the endowment. A number of basic recommendations were contained in the CCP's final report. The most important one, it seemed to Professor Yezer, was the recommendation that the Committee be reconstituted as essentially a faculty committee to do research on the institution and to try to formulate a coordinated faculty point-of-view about the position of the institution. Professor Yezer said that a good example of this kind of need was Professor Kirsch's salary study. While such individual efforts were very much appreciated, he said that a faculty committee could get very precise information on salaries, teaching loads, benefit packages, and so forth, through professional associations that might not be available through other means. In conclusion, Professor Yezer said that, as far as he knew, the Committee on Coordinated Planning had no plans to meet further.

Professor Kirsch noted that the Ad Hoc Committee on the Budget appointed by the Executive Committee to meet with President Elliott last semester regarding the budget had submitted its report to the Executive Committee. One of the major matters of concern to the Committee was what could be done in the event a minor deficit were to occur again in the future. It seemed to the Committee that perhaps some of the interest from endowments could be used to cover this kind of deficit. Professor Kirsch asked the President whether it would be possible to tap some of the moneys from the interest from the endowment to cover the deficit rather than imposing a 1% cutback on the deans and chairmen of departments which really translated into somewhere between a 6% to 11% cutback on the moneys that they had control over.

In response, President Trachtenberg said that it was important to understand that, just as we disaggregate the salaries of faculty on the basis of market place conditions, as Professor Park had suggested and we were well-advised to do, some of the deans were less disadvantaged than others. Some had the capacity to respond to this sort of request more easily than others. As indicated, the President said that he had tried to make the request as modest as he possibly could because he did not see that he had any alternative. Moreover, he said that he recalled an observation made by some members of this Senate which appeared in the Chronicle of Higher Education that questioned why the administration did not have a contingency reserve of at least 2%. He said that this was a matter that had to be dealt with by reserving at least 1% to start. Though it was not easy to cut back, he thought that it was plausible for most administrators to reserve one percent, particularly so early in the academic year. When people could make a demonstrated case for implausibility, he said, any reasonable administration would respond to that. The President said that he wished to repeat that the administration was not taking any money away. If the money was not needed by spring, then it would be rolled over into the next fiscal year.

ADJOURNMENT

Upon motion made and seconded, President Trachtenberg adjourned the meeting at 3:23 p.m.



J. Matthew Gaglione
Secretary

Addendum to Update of Data Relating to Resolution 87/1 distributed by Professor Kirsch, Chairman, Appointment, Salary and Promotion Policies Committee, at the September 23, 1988, Faculty Senate meeting.

GWU Faculty Salary Averages

		1985		1986		1987		1988	
		N	\$	N	\$	N	\$	N	\$
Columbian College									
Prof.	118	44.3	119	46.5	117	49.1	121	51.8	
Assoc.	93	32.8	90	34.7	89	36.4	88	38.1	
Ass't.	52	26.2	58	27.5	58	29.3	71	32.0	
Ed. & Human Dev.									
Prof.	27	40.5	28	42.4	27	47.1	26	49.2	
Assoc.	10	32.2	11	34.1	7	31.7	8	33.9	
Ass't.	5	25.9	6	27.6	4	29.2	7	31.8	
Engineering & AS									
Prof.	48	55.6	52	58.7	52	63.0	53	67.0	
Assoc.	14	40.4	14	42.3	12	47.9	11	48.9	
Ass't.	-	-	3	38.0	7	42.4	11	44.6	
Govt. & BA									
Prof.	36	47.0	36	49.6	42	53.4	42	56.9	
Assoc.	35	38.9	38	41.1	35	44.1	32	46.7	
Ass't.	18	36.1	15	38.3	14	40.6	14	43.8	
Nat'l. Law Center									
Prof.	32	69.8	31	76.4	31	82.7	28	89.6	
Assoc.	4	53.9	9	54.7	11	59.2	11	63.3	
Int. AFF									
Prof.	9	45.7	8	47.1	8	47.9	9	52.4	
Assoc.	5	33.6	3	37.5	6	40.3	6	42.5	
Ass't.	-	-	-	-	-	-	3	32.3	
All									
Prof.	278	49.6	280	52.6	284	56.1	287	59.3	
	167	35.3	169	37.9	165	40.4	162	42.2	
	84	28.7	85	29.9	87	32.2	108	34.9	

REMARKS BY PRESIDENT TRACHTENBERG AT THE FACULTY SENATE MEETING,
SEPTEMBER 23, 1988, WITH REGARD TO THE BUDGET ISSUE

You will be sympathetic to the thought that when I was deciding whether or not to leave Hartford, I paid more attention to what was going on at George Washington University than I had previously and followed the articles about it in the Chronicle, and friends inevitably sent me copies of articles from the Washington Post, and so I was aware of the excitement over the 2% budget issue that took place last spring. When I arrived in August, it occurred to me to ask what the circumstances were and, while people weren't comfortable with giving me a definitive response as to how the books were going to close, they seemed relatively pessimistic that they were going to close in the black, and I am told that the pessimism was justified in that there was a small deficit in the 1987-88 fiscal year. I've been in university administration almost 20 years and in all that time I've never been associated with an institution that ran a deficit. The University of Hartford had fewer resources than GW and, therefore, a good deal less flexibility than what could be expected in an enterprise with an operating budget of about \$380/\$400 million dollars. Moreover, to discover that the deficit on the non-medical side of the agenda was about \$2 million seemed strange to me because under conventional terms it ought to be possible for a sound accountant to avoid a \$2 million deficit on a \$180/\$200 million base. In any case, I pressed a little bit and I now know a bit more about the budgeting procedure at this institution than I knew a month and a half ago, but frankly it is sufficiently complicated that I still consider myself

very much a novice. And frankly I'm a little nervous about having a deficit this year because until such time as we can resolve our deficit, the kinds of constructive issues that are raised in Professor Kirsch's memorandum are, to coin a phrase, "academic."

We're not going to be able to take dramatic initiatives in the area of institutional enhancement until we are paying our way on what we're doing now. There seems to be a reasonable possibility that the institution will be able to run in the black this very year. On the other hand, I can't find sufficient reserves to give me a comfort factor that I'm going to have someplace to go if it turns out that the budget is going towards a deficit situation in the spring. And, moreover, the machinery by which we maintain our books and records here is classic, which is to say that it is not possible, for example, for me or for the deans, as best I can tell, to call up on a terminal, at any given time, the state of the accounts for their schools or department chairmen to do it for their departments, as is conventional in numerous other institutions. The outcome is that the administration has been playing for some years slightly in the dark. When things were good, it didn't matter. At the end of the year, you put all the income on one side of the desk and you put all the bills on the other side and it balanced out and, indeed, if there was a surplus, everybody felt good about it. When you have a deficit, that's embarrassing and also creates some risks for the institution because we have, I am advised, some real estate and some of it is financed with instruments that require us to provide reassurances to

the people who lent us the money. In order to induce us to behave in an appropriately fiduciary manner, they have created a variety of incentives to inspire sound fiscal behavior. We haven't run a balanced budget two years in a row. This is the third year. We're going to do all we can to balance the budget this year. Having said that, it seems to me that draconian effort is not called for. We didn't have, it didn't seem to me, a desperate situation. But it is prudent to develop some contingency. I recall the anxiety raised last year by a two percent reduction late in the year in the budget. You cannot go much less than two percent. Unless you're going to do zero. Zero seemed inappropriate. One percent is in the middle. I went to the deans and I said we probably won't need the money but we might. It's early on in the fiscal year so you've got maximum flexibility. It's not as if I've come to you in January or February when every penny has been committed and you don't have any means of accommodation. We're going to escrow one percent, not just on the academic side but on the non-academic side as well. We're not going to take it away from anybody but just hold it. In the spring, if we can see our way clear to balancing the budget without the use of that money, we'll reopen the discussion. The money will be there for us to deal with. We can ask ourselves at that time if we want to spend it in the spring or, if we all seem to be alive and well, and obviously different areas of the University may respond differently, having gotten to April and not having spent the one percent and discovering that nobody has passed away as a result of it, what we might want to do is put it aside and roll it over to the next year. In the past,

I'm told, when there was a surplus, it was returned to the general fund. It seems possible, if we have a one percent reserve at the end of this fiscal year, to keep it and roll it over next year as a continuing reserve in the budgets of the respective schools. We would then know we had one percent put aside and, indeed, set ourselves a goal of somehow getting a second percent and even more over time.

Now there are limits to how much you can do by economies. We're not going to economize ourselves into financial good health, although there is, I think, room for some cost savings in the management of the institution. It seems to me the real means of the institution to move forward and to develop a reserve and to address salary issues, space issues, and library issues, and other things of this sort calls for us to bring in more money. And that's why I was particularly pleased when, in my conversation with Professor Kirsch, he was sympathetic to the fact that, in comparing ourselves to other institutions, what we have to look at is the tuition and the endowment and the whole arena of this income side of the ledger, as well as that side of the ledger because the kind of listing of good things that faculty, and indeed deans and university presidents, want to do has no end. It is limited only by our capacity to pay for it. And my goal, frankly, would be to see us bring in some additional money and then jointly to figure out how to invest it. And I don't say spend it, I say invest it on behalf of our students and on behalf of the quality of the academic programs of the institution. If some of you think that one of the ways to raise the money falls on my shoulders, I accept that.

That is to say I mean to try to move institutional advancement and development up. But I assure you that's going to take some time. Having just arrived in town, I don't have anyone who owes me a favor. I haven't done anything for anybody. My capacity to call on individuals' goodwill and this sort of thing is momentarily nil.

Obviously we're going to have to look to other sources of income, one of the areas we focused on right from day one is the capacity to bring in greater research funds, and that's one of the reasons I asked Carl Lange to become Vice President for Research and let me take security and personnel from his portfolio and put them elsewhere and ask him to devote himself full-time to research. And there have been preliminary discussions at the Medical Center and elsewhere about rewarding principal investigators better for money raised by their efforts. There have also been discussions with the deans about allowing a greater percentage of dollars raised by individual schools to stay within those schools rather than to come to the University writ large. And over time I think those issues and others will reconcile themselves. I'm frankly very optimistic about 1989-90.

In the short run, what I've decided to do with regard to the budget is simply to say that what we ought to do is build a budget that's based on some information and is something more than an incremental budget. I've been involved with incremental budgeting. It's easy but it's mindless. So, what I did was say that for the next fiscal year, which

is to say 1989-90, we're going to do something easy and mindless, and functionally say that this year's budget is next year's budget. Obviously, adjustments will have to be made--for salary, for lights, and for fuel oil, or one thing or another. There are some aspects of a budget that simply move forward inevitably. But what we're going to do as soon as possible is start thinking about the budget for 1990-91 by essentially jumping one entire year to try to develop a process by which the budget is a thoughtful reflection of what we believe in. Budgets are ultimately philosophical documents; they are not fiscal documents. That is to say they are fiscal representations of what you care about. And I'm going to do not surprisingly what has served me well in the past. I'm going to ask a group to serve on a President's Committee, i.e., a committee I'm going to designate to serve as a kind of "kitchen cabinet" for me, because I get lots of advice from other constituencies, whether I want it or not. What I need is some help in sorting it out and so I've invited some faculty, deans, administrators, students, and staff to serve as an advisory team to me. While this group is a President's Committee and will be reporting to me, they will be inviting people in from other aspects of the institution to help them think through the advice they're going to give me and they will be preparing and distributing minutes about their meetings so that the University community understands the processes they are going through and so that there is no sense that this Committee is somehow doing a budget in the dark. What I'm trying to do is change the perception about how budgets are developed at the institution. Whatever the truth about the past may be, I don't know. But I have a

sense that some people think that it would be more useful if there was more light or an appearance of more light on budget development, and I'm going to try very hard to make that both real and apparent.

I probably have gone on longer than I should have; I know I've gone on longer than I intended to. But I hope that's helpful, and I'd be delighted to respond to any questions that you might have about it.



THE
GEORGE
WASHINGTON
UNIVERSITY

Washington, D.C. 20052 / Office of the President / (202) 994-6500

June 23, 1988

Professor Lilien F. Robinson
Chairman, Faculty Senate Executive Committee
Academic Center, Room A-101A

Dear Lilien:

The beautiful gift which you presented to me on behalf of the faculty is simply breathtaking in its beauty and workmanship. This assessment, of course, comes from an amateur, but, when coupled with your own highly trained professional judgment, leaves no doubt that the Baccarat jaguar will occupy a conspicuous place in the Elliott household during the years ahead. Betty joins me in thanking you and your associates on the faculty for this truly wonderful gift.

My twenty-three years at The George Washington University have been made memorable and productive by the cooperation and ongoing leadership of the faculty. As I look back over these years it is strikingly evident that our agreements have been many while our differences have been few. Yet in those differences we have managed to maintain the healthy measure of trust and dignity becoming a major center of learning. Much of that credit must go to you and other leaders of the Faculty Senate, both now and in years past.

Many memories of this University will, of course, remain with me for the rest of my life. None will bring me more satisfaction than the many opportunities I was privileged to have in working with individual faculty members as well as groups. The faculty does indeed do the work for which the institution was chartered, and all others, including the President, serve in a supporting role.

As I prepare to leave campus life, I thank you, and every member of The George Washington University faculty for these exciting, challenging and productive years. Mine has been a privilege shared by only a few.

Sincerely,

Lloyd H. Elliott



THE
GEORGE
WASHINGTON
UNIVERSITY

Washington, D.C. 20052 / Office of the President / (202) 994-6500

July 26, 1988

TO: MEMBERS OF THE BOARD OF TRUSTEES

Barring unforeseen crises, I shall leave Rice Hall on Friday, July 29, and officially terminate my presidency of George Washington University on Sunday, July 31. In early May 1965 you and your predecessors elected me to this office. The intervening years have been exciting, demanding, rewarding, but all in all, very satisfying.

For twenty-three years you have given me wise counsel and strong support accompanied by personal friendship with Betty and me as well as our children. For these things I am most grateful. Our University is a strong local institution rendering vital services in a hundred ways to its neighbors. At the same time GWU has become a highly respected center of learning on both the national and the international scenes. Professors and students in all programs of the University are strong in intellectual talent. They have modern equipment, libraries, and laboratories with which to teach and learn. Thanks to growing financial support from all constituencies, to prudent management, and to institutional decisions made over the years, the endowment, which on June 30, 1988, passed \$247 million, would seem to ensure continued progress.

To have been a part of the scene is an honor for which I thank you. Not many persons today are similarly privileged. I look back to 1965 and notwithstanding the period of the late sixties and early seventies, which were very difficult years for both Betty and me, I feel that I was the lucky one to be in the right place at the right time! And it goes without saying that my highest hopes will remain with GW down through the years.

Sincerely,

Lloyd H. Elliott

cc: Vice Presidents
Deans

NOTE: Resolutions 88/1 and 88/2 adopted by the Faculty Senate at its May 6, 1988, meeting were inadvertently omitted with the May minutes and are attached hereto.

A RESOLUTION TO IMPROVE UNDERGRADUATE ADVISING (88/1)

WHEREAS, the purpose of an academic advising program is to advise students in the development of educational and career goals, the selection of appropriate courses and other educational experiences, the interpretation of institutional requirements, and the evaluation of student progress toward the established goals; and

WHEREAS, advising for declared majors is a faculty responsibility which should be shared among faculty and take place in an ongoing, periodic fashion which promotes the establishment of a personalized, mentor - relationship between faculty and students; and

WHEREAS, there is widespread feeling among students and University faculty that the current system of advising for undergraduate students is not providing those services adequately; and

WHEREAS, faculty advisors are not being provided with sufficient student records, time, compensation, and training (particularly in the areas of general requirements and course contents outside their own disciplines); NOW, THEREFORE

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY:

That the Faculty and Administration should demonstrate a renewed commitment to providing high quality undergraduate advising through achievement of the following:

- (1) Encouraging the Deans of each School or College which offers undergraduate programs to:
 - (a) Establish standards of advising procedures, contact time, and record-keeping in each of the departments or programs;
 - (b) Support with whatever resources are needed professional advising for undeclared majors and international students;
 - (c) Provide for substantial training of faculty advisors for those undergraduate majors who have selected majors;
 - (d) Strengthen the current orientation program;
 - (e) Establish appropriate recognition of faculty efforts in undergraduate advising, such as: reduced teaching load, and consideration in tenure and promotion decisions as a service equal to community and committee service; and

- (2) Strengthening the statements of faculty advising obligation and responsibility and mission statements on advising in the catalogues and faculty and student handbooks; and
- (3) Encouraging the administration to develop as soon as possible a computerized degree audit/balance sheet system which is easily accessible to the student and his or her advisors and which will facilitate the assessment of the student's progress toward his or her degree.

Educational and Admissions Policy Committee
March 25, 1988

Adopted May 6, 1988

A RESOLUTION REGARDING THE SPECIFICATION OF MAJOR
FIELDS OF STUDY ON UNDERGRADUATE DIPLOMAS (88/2)

WHEREAS, currently diplomas awarded to students receiving undergraduate degrees at The George Washington University, with the exception of the School of Engineering and Applied Sciences, have no mention of specific major fields of study within the Bachelor's degrees; and

WHEREAS, there is a desire expressed by undergraduate students in the various schools to have major fields of study specifically mentioned on their diplomas; NOW,
THEREFORE

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY:

That the Faculty Senate recommend to the Administration that diplomas of students receiving undergraduate degrees in the Schools and Colleges of the University, with the exception of the School of Government and Business Administration and the School of Medicine and Health Sciences, specify the major field or fields of study.

Educational and Admissions Policy Committee
March 25, 1988

Adopted May 6, 1988

THE GEORGE WASHINGTON UNIVERSITY
Washington, D. C.

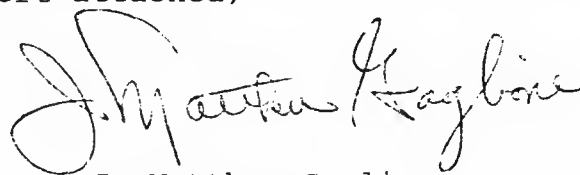
The Faculty Senate

September 6, 1988.

The Faculty Senate will meet on Friday, September 23, 1988,* at 2:10 p.m., in Lisner Hall 603; a reception to welcome President Trachtenberg will be held immediately following the meeting.

AGENDA

1. Call to order
2. Approval of the minutes of the regular meeting of May 6, 1988
3. Introduction of Resolutions
4. Update of Data Relating to Resolution 87/1, "A Resolution Concerning Faculty Salaries"; Professor Arthur D. Kirsch, Chairman, Appointment, Salary, and Promotion Policies Committee (Update attached)
5. General Business
 - (a) Nomination for election of the following faculty to Senate Standing Committees: Professor Jonathan D. Fife and Assistant Professor Fred Forney to Administrative Matters as They Affect the Faculty; Professor Edward A. Caress and Professor David A. Rowley to Athletics; Professor Joan R. Regnell to Appointment, Salary and Promotion Policies; and Associate Professor Lois E. Graff to University Development and Resources
 - (b) Nomination for election of the following students to Senate Standing Committees: Larry Weisberg and Kenny Emson to Athletics; Lynn Ribar and Anthony Crosby to Educational and Admissions Policy; Paul Mammalian and Beverly Wolfer to Honors and Academic Convocations; and Herbie Mendelsohn and Jim Burke to Physical Facilities
 - (c) Nomination for appointment by the President of Harold P. Green, Professor of Law, to the Administrative Committee on the Judicial System
 - (d) Report of the Executive Committee: Professor Lilien F. Robinson, Chairman
 - (e) Annual Report (1987-88): Committee on Professional Ethics and Academic Freedom (Report attached)
6. Brief Statements
7. Adjournment



J. Matthew Gaglione
Secretary

* PLEASE NOTE that the regular meeting of the Faculty Senate on Friday, September 16, 1988, HAS BEEN CHANGED by the Executive Committee to FRIDAY, SEPTEMBER 23, 1988, in accordance with the Faculty Organization Plan, Section 1. of the Bylaws of the Faculty Senate

THE GEORGE WASHINGTON UNIVERSITY
Washington, D. C.
THE FACULTY SENATE - 1988-89 SESSION

The Faculty Senate meetings for the 1988-89 Session will be held on the second Friday of each month (exceptions: May and September) as follows:

May 6, 1988	January 13, 1989
September 16, 1988	February 10, 1989
October 14, 1988	March 10, 1989
November 11, 1988	April 14, 1989
December 9, 1988	The 1989-90 Session begins on May 5, 1989

Ex Officio Member (stated by the Faculty Organization Plan)
Trachtenberg, Stephen Joel President

Administrative Members (stated by the Faculty Organization Plan)

French, Roderick S.	Vice President for Academic Affairs
Gaglione, J. Matthew	Registrar
(Appointed by the President):	
Friedenthal, Jack H.	Dean, National Law Center
Birnbaum, Philip S.	Dean, Administrative Affairs, Medical Center
Burdetsky, Ben	Dean, Acting, School of Gov. and Bus. Admin.
East, Maurice A.	Dean, Elliott School of International Affairs
Kenny, Robert	Dean, Acting, Columbian College of Arts & Sc.
Leonard, Leo D.	Dean, School of Education & Human Dev.
Liebowitz, Harold	Dean, School of Engineering and Appl. Science
Solomon, Henry	Dean, Graduate School of Arts and Sciences

Schechter, Roger E. Parliamentarian

Faculty Members	Term Expires	School or College
Berkovich, Simon Y.	1990	Engineering and Applied Science
Burks, James F.	1989	Columbian College
Chaves, Jonathan	1990	Columbian College
Cibinic, John, Jr.	1989	National Law Center
Cohn, Victor H.	1989	Medical Center
Deering, Christopher	1990	Columbian College
Divita, Salvatore F.	1990	Government and Business Administration
Elgart, Mervyn L.	1990	Medical Center
Fox, Raymond R.	1989	Engineering and Applied Science
Garris, Charles A.	1990	Engineering and Applied Science
Graff, Lois E. *(Grub)	1989	Government and Business Administration
Griffith, William B.	1990	Columbian College
Kirsch, Arthur D.	1989	Columbian College
Moore, Dorothy A.	1989	Education and Human Development
Morgan, John A., Jr.	1989	International Affairs
Painter, William H.	1990	National Law Center
Paratore, Salvatore R.	1990	Education and Human Development
Park, Robert E.	1990	National Law Center
Parrish, Alvin E.	1989	Medical Center
Prats, Francisco	1990	Graduate School of Arts and Sciences
Robbins, Philip	1989	Columbian College
Robinson, Lilien F.	1990	Columbian College
Schiff, Stefan O.	1990	Columbian College
Smith, George W.	1989	Education and Human Development
Tolchin, Susan J.	1989	Government and Business Administration
Yezer, Anthony M.	1989	Columbian College

*Replacement for Professor Grub (Sabbatical Leave Fall 1988)



THE
GEORGE
WASHINGTON
UNIVERSITY

Department of Statistics/Computer and Information Systems

Washington, D.C. 20052
(202) 994-6356

MEMORANDUM

September 6, 1988

TO: Faculty Senate

FROM: Arthur D. Kirsch, Chairman *Arthur D. Kirsch*
Committee on Appointments, Salary, and Promotion
Policies (Including Fringe Benefits)

RE: Update of Data Relating to Resolution 87/1, "A
Resolution Concerning Faculty Salaries," Adopted
May 1, 1987 (see attached)

The above Resolution was adopted unanimously and forwarded to President Elliott who, as outgoing President, declined to act upon it. The thrust of this current report is that GWU faculty salaries still lag behind (1) the AAUP Level 1 (80th percentile) for Category I Institutions, (2) the average for all Private Independent Category I Institutions, and (3) almost all of the institutions with which we would wish to be compared. Further, we lag behind many of our local competition.

The basic data is reported in Table A, reprinting selected tables from "The Annual Report on the Economic Status of the Profession, 1987-88," Academe, March-April, 1988. Table B gives the 1986 and 1987 data for GWU, AAUP Level 1, and the average for all Private Independent Institutions. As mentioned above, GWU is a Category I school, that is, a Doctoral-Level institution (see note on bottom of Table A for full definition), and thus all but the discussion on local comparisons will be limited to Category I schools. Table B does show some progress, in that the differences between 1986 and 1987 salaries generally are narrower when compared to the AAUP Level 1 and (although not uniformly so) when compared to the average for Private Independent schools. A summary from Table B is given below.

Increases (to nearest \$100)
1986-1987

	<u>G.W.U.</u>	<u>AAUP</u> <u>(80th percentile)</u>	<u>Private</u> <u>Independent Average</u>
Professor	\$3,500	\$2,200	\$3,000
Associate	2,500	1,600	2,900
Assistant	2,300	1,300	2,100

However, most of the private institutions with which we would wish to be compared (see Table C) are still considerably ahead of GWU, starting higher and having increases in actual dollars at the same or higher levels than GWU

For example, looking at Professors' salaries, the increases were (nearest \$100):

Princeton	\$4,400	U. of Chicago	\$4,800
Georgetown	3,400	U. of So. Cal.	3,400
U. of PA.	4,700	Northwestern	4,300
Johns Hopkins	4,100	Carnegie-Mellon	3,300
NYU	3,400	Brandeis	3,300
Duke	4,800		

Table C also shows the relatively low position of GWU in any comparisons of salaries for the selected schools. (Please note that this list of schools is the responsibility of the writer, as no one has yet defined a "market basket" of schools that would be most useful for these types of comparisons.)

In summary, Table C shows the average salaries in these institutions well ahead in actual dollars in 1986 and the differences increasing more than GWU for most schools in 1987.

When looking at the distributions of faculty ranks for Category I schools as shown in Table D, it is clear that GWU is in line with these comparison schools. That is, GWU had 50% professors, 30% associates, and 15% assistants in 1986 (as well as 5% instructors). As examples of comparisons, the percentages of full professors were: Johns Hopkins 53%, Duke 52%, Princeton 57%, NYU 45%, Northwestern 51%, U. of PA 51%, Carnegie-Mellon 43%. These percentages show clearly that it is not our faculty structure (i.e., too many professors) that accounts for our salaries lagging behind these comparison schools.

It should also be noted that, as reported last year, GWU does even poorer when compensation is used instead of salary for these comparisons. For example, if we focus on "Fringe Benefits as a Percent of Salary 1987-88," we see GWU 19%, Georgetown 23%, U of So. Cal 29%, NYU 25%, Duke 22%, Brandeis 21%, Tufts 23%, U. of PA 24%, Washington U (St. Louis) 21%, American 21%. Our fringe benefits package is good, but should be improved.

While acknowledging the force of the market place on the different disciplines, the Faculty Senate nevertheless felt strongly that the level of salaries for all schools be brought up to an acceptable level. Since the AAUP does not publish separate data for individual schools within institutions, the Resolution fixed the Level 2 (60th percentile) as the appropriate comparison.

Using the data below and the data from Table E, we can evaluate the actual dollar deficits (or overages) for both 1986 and 1987.

AAUP Category I 60th Percentile

	<u>1986</u>	<u>1987</u>	<u>Increase</u>
Professor	\$50,300	\$53,100	\$2,800
Associate	37,000	39,000	2,000
Assistant	30,600	32,400	1,800

Differences Between 60th Percentile (AAUP)
and GWU Average Salaries by School

	<u>1986</u>	<u>1987</u>
CCAS		
Prof.	- \$3,800	- \$4,000
Assoc.	- 2,300	- 2,600
Ass't.	- 3,100	- 3,100
SEHD		
Prof.	- 7,900	- 6,000
Assoc.	- 2,900	- 7,300
Ass't.	- 3,000	- 3,200
SEAS		
Prof.	+ 8,400	+ 9,900
Assoc.	+ 5,300	+ 8,900
Ass't.	+ 7,400	+ 10,000
SGBA		
Prof.	- 700	+ 300
Assoc.	+ 4,100	+ 5,100
Ass't.	+ 7,700	+ 8,200

NLC

Prof.	+ 26,100	+ 29,600
Assoc.	+ 17,700	+ 20,200
Ass't.	-----	-----

SPIA (SIA)

Prof.	- 3,200	- 5,200
Assoc.	+ 500	+ 1,300
Ass't.	-----	-----

Finally, care needs to be given to our position relative to local competition. The data in Table F includes some state schools and some Category IIA schools, as they are actively competing for the same faculty as we are. It can be seen that our salaries for Full Professor are not competitive locally and that the salaries for Associate and Assistant Professors also lag behind. It is particularly noteworthy that, even with the large upward bias given to full professors' salaries by our Law School, George Mason University has a higher average.

In summary, the data contained in this report emphasizes the need for prompt action on Resolution 87/1 by the Administration.

Attachments

A RESOLUTION CONCERNING FACULTY SALARIES (87/1)

WHEREAS, a university can be no better than its faculty; and

WHEREAS, a distinguished university must be staffed with an equally distinguished faculty; and

WHEREAS, equity and market conditions both demand that a distinguished faculty receive compensation which is commensurate with this standing; NOW, THEREFORE

BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE WASHINGTON UNIVERSITY:

- (1) That the University make annual increments to faculty salaries designed to achieve as soon as possible, and to maintain, for all ranks an overall number one rating (80th percentile or above) on the American Association of University Professors' scale for Category I institutions;
- (2) That the University make annual increments to faculty salaries designed to achieve as soon as possible, and to maintain, for all ranks in each school and college no less than a number two rating (60th percentile or above) on the American Association of University Professors' scale for Category I institutions.

Committee on Appointment, Salary, and Promotion Policies
March 27, 1987

Adopted, May 1, 1987

TABLE A
The Annual Report on the Economic Status of the
Profession, 1987-88

TABLE 1

Percentage Increases in Salary Levels and Percentage Increases in Salary for Continuing Faculty, by Category, Affiliation, and Academic Rank, 1986-87 to 1987-88¹

Academic Rank	All Combined	Public	Private Independent	Church-Related	All Combined	Public	Private Independent	Church-Related
	SALARY LEVELS				CONTINUING FACULTY			
CATEGORY I								
Professor	5.4	5.1	6.3	5.7	6.2	6.1	6.8	5.8
Associate Prof	5.3	5.2	5.7	4.7	6.9	6.8	7.4	6.0
Assistant Prof	5.6	5.4	6.6	5.7	7.5	7.4	8.2	6.4
Instructor	<u>4.7</u>	<u>4.2</u>	<u>6.9</u>	<u>7.0</u>	<u>7.1</u>	<u>6.9</u>	<u>7.9</u>	<u>7.2</u>
All Ranks	5.4	5.2	6.2	5.4	6.6	6.5	7.2	6.0

TABLE 3

Weighted Average Salary and Average Compensation, by Category, Affiliation, and Academic Rank, 1987-88¹

Academic Rank	All Combined	Public	Private Independent	Church-Related	All Combined	Public	Private Independent	Church-Related
	SALARY				COMPENSATION			
CATEGORY I								
Professor	52,950	51,080	59,850	53,080	63,920	61,380	73,260	65,600
Associate Prof	38,040	37,330	41,060	39,170	46,600	45,550	51,160	48,220
Assistant Prof	32,050	31,480	34,080	32,190	39,180	38,510	41,990	38,750
Instructor	23,000	22,180	26,530	26,120	28,160	27,260	32,710	33,490
Lecturer	26,770	26,940	26,420	24,940	33,340	33,670	32,670	30,060
No Rank	<u>26,720</u>	<u>26,120</u>	<u>30,460</u>	<u>*</u>	<u>32,940</u>	<u>32,090</u>	<u>38,280</u>	<u>*</u>
All Ranks	41,780	40,970	46,960	41,080	50,810	49,170	57,800	50,040

TABLE A Continued

TABLE 6

Percentiles of the Distributions of Institutions by Average Salary and Average Compensation, 1987-88 (Rounded to Nearest \$100)

Rating ¹	1*	1	2	3	4*	1*	1	2	3	4
Percentile	95	80	60	40	20	95	80	60	40	20
SALARY						COMPENSATION				
CATEGORY I										
Professor	64,3	58,1	53,1	49,0	44,6	78,6	70,9	65,2	59,6	53,7
Associate	44,2	41,0	39,0	37,2	34,0	55,1	51,3	48,2	45,8	41,3
Assistant	36,4	34,2	32,4	30,9	29,4	45,8	42,5	39,6	37,7	35,6
Instructor	32,3	27,2	25,0	23,3	21,0	39,8	33,6	30,9	29,1	25,9

¹Interpretation of the ratings: 1* = 95th percentile, 1 = 80th percentile, 2 = 60th percentile, etc. Average Salary and/or Average Compensation lower than the 10th percentile will be rated 5. An average salary of 54.0 for the rank of professor in Category 1 institutions would be rated 2 because it falls between the 60th and 80th percentiles or is higher than 53.1 but less than 58.1 which is the average salary needed for a rating of 1 or the salary level of the 80th percentile. For definition of categories, see Explanation of Statistical Data preceding Appendix 1.

Category 1 (Doctoral-Level Institutions) These are institutions characterized by a significant level and breadth of activity in and commitment to doctoral-level education as measured by the number of doctorate recipients and the diversity in doctoral-level program offerings. Included in this category are those institutions which grant a minimum of thirty doctoral-level degrees. These degrees must be granted in three or more doctoral-level programs.

George Washington University Salary

	<u>1987</u>	<u>1988</u>
Professor	52.6	56.1
Associate	37.9	40.4
Assistant	29.9	32.2

TABLE B

Changes in Faculty Salary
1986-87
(to nearest \$100)

GWU

	<u>1986</u>	<u>1987</u>	<u>Difference</u>
Professor	52.6	56.1	3.5
Associate	37.9	40.4	2.5
Assistant	29.9	32.2	2.3

AAUP Level 1 (Category 1)

	<u>1986</u>	<u>1987</u>	<u>Difference</u>
Professor	55.9	58.1	2.2
Associate	39.4	41.0	1.6
Assistant	32.9	34.2	1.3

AAUP Private Independent (Category 1)

	<u>1986</u>	<u>1987</u>	<u>Difference</u>
Professor	56.9	59.9	3.0
Associate	38.2	41.1	2.9
Assistant	32.0	34.1	2.1

TABLE C

SALARY

Selected Category I
Private Institutions
Ranked By 1987 Professor's Salary

	<u>Professor</u>		<u>Assoc.Prof.</u>		<u>Ass't.Prof.</u>	
	<u>1986</u>	<u>1987</u>	<u>1986</u>	<u>1987</u>	<u>1986</u>	<u>1987</u>
Harvard	69.7	73.2	36.9	38.2	34.0	34.9
Stanford	67.2	70.8	46.8	50.1	36.7	39.6
Princeton	63.4	67.8	40.1	42.3	31.0	32.8
MIT	62.4	66.6	43.9	48.2	35.7	37.8
Columbia	61.5	64.8	43.7	45.8	33.3	33.6
Georgetown	60.9	64.3	41.7	43.8	29.6	31.5
Univ. of Pa.	59.6	64.3	43.3	46.3	35.8	38.3
Univ. of Chicago	59.4	64.2	39.0	41.9	34.0	35.4
Johns Hopkins	59.8	63.9	40.5	43.1	33.5	36.3
Carnegie-Mellon	60.1	63.4	40.8	42.8	36.1	37.8
N.Y.U.	59.1	62.5	40.4	42.4	34.5	37.1
Duke	57.4	62.2	40.2	42.7	32.0	34.8
Univ. of So.Cal.	57.7	61.1	41.3	43.3	33.3	36.0
Northwestern	56.7	61.0	38.4	41.0	34.4	37.0
Notre Dame	56.0	60.7	40.6	42.4	33.7	35.8
* <u>George Wash.</u>	52.6	<u>56.1</u>	37.9	<u>40.4</u>	29.9	<u>32.2</u>
Brandeis	52.4	55.7	37.8	40.1	29.5	32.2
Tufts	51.2	55.5	38.1	40.9	32.1	33.4
Washington(St.L)	51.2	55.3	37.1	38.8	29.7	32.1
American	49.9	54.4	36.9	39.8	31.0	32.7

TABLE D

Percentage Distribution by Rank
1986-87 Data (1)

	Prof.	Assoc.P.	Ass't.P.
George Washington Univ.	50	30	15
Johns Hopkins	53	19	25
Duke	52	26	20
Princeton	57	8	32
Univ. of Chicago	56	22	18
Stanford	64	16	20
Northwestern	51	27	22
Columbia	55	15	30
Harvard	54	16	28
MIT	57	21	18
Univ. of Pa.	51	25	24
N.Y.U.	45	30	20
Carnegie-Mellon	43	29	26
Notre Dame	38	31	29
Georgetown	32	32	29

(1) Instructors make up the difference in percentages shown and 100%.

Please note that as reported to the Faculty Senate last year, the percentage distribution by rank for G.W.U. is in line with other Category I institutions, while Georgetown's distribution is out of line and should not be used as a model.

TABLE E

GWU Faculty Salary Averages

		1985		1986		1987	
		N	\$	N	\$	N	\$
Columbian College							
	Prof.	118	44.3	119	46.5	117	49.1
	Assoc.	93	32.8	90	34.7	89	36.4
	Ass't.	52	26.2	58	27.5	58	29.3
Ed. & Human Devel.							
	Prof.	27	40.5	28	42.4	27	47.1
	Assoc.	10	32.2	11	34.1	7	31.7
	Ass't.	5	25.9	6	27.6	4	29.2
Engineering & AS							
	Prof.	48	55.6	52	58.7	52	63.0
	Assoc.	14	40.4	14	42.3	12	47.9
	Ass't.	-	-	3	38.0	7	42.4
Govt. & BA							
	Prof.	36	47.0	36	49.6	42	53.4
	Assoc.	35	38.9	38	41.1	35	44.1
	Ass't.	18	36.1	15	38.3	14	40.6
Nat'l. Law Center							
	Prof.	32	69.8	31	76.4	31	82.7
	Assoc.	4	53.9	9	54.7	11	59.2
	Ass't.	-	-	-	-	-	-
Pub. & I.A.*							
	Prof.	9	45.7	8	47.1	8	47.9
(Int.AFF1987)	Assoc.	5	33.6	3	37.5	6	40.3
	Ass't.	-	-	-	-	-	-
All							
	Prof.	278	49.6	280	52.6	284	56.1
	Assoc.	167	35.3	169	37.9	165	40.4
	Ass't.	84	28.7	85	29.9	87	32.2

TABLE F

**1987 Salaries of
Local Competition**

	Prof.	Assoc.P.	Asst.P.
Georgetown	64.3	43.8	31.5
Johns Hopkins	63.9	43.1	36.3
Univ. of Va.	62.6	42.1	33.7
Univ. of Md Balt. City	57.3	45.5	34.7
George Mason	57.2	39.5	33.3
<u>George Washington Univ.</u>	<u>56.1</u>	<u>40.4</u>	<u>32.2</u>
Univ. of Md Col. Park	55.8	39.9	32.7
American	54.4	39.8	32.7
Univ. of Md Balt. Co.	53.2	38.3	32.0

1987-88 ANNUAL REPORT OF THE FACULTY SENATE COMMITTEE ON
PROFESSIONAL ETHICS AND ACADEMIC FREEDOM

The Committee on Professional Ethics and Academic Freedom directed its attention to five principal matters during the 1987-88 term.

1. At the request of the Executive Committee, the Committee reviewed a proposed addition to the **Faculty Handbook** under "Consulting and Other Professional Activities" in reference to the Medical School Faculty. The Committee had no objection to the language proposed but was of the view that the consultative procedures employed in this instance were less than wholly satisfactory and might, under different circumstances, produce a serious (and avoidable) mistake.

2. At the request of the Executive Committee, the Committee considered Administration proposals to revise the **Faculty Handbook** language describing Sabbatical Leave Policy. The Committee prepared and submitted "A RESOLUTION RELATING TO SABBATICAL LEAVE POLICY" (87/3), adopted by the Faculty Senate November 13, 1987.

3. At the request of the Executive Committee, the Committee reviewed a draft policy statement on "Misconduct in Research." The Committee found the statement generally acceptable but recommended several changes. The Committee reviewed the response of Vice Presidents French and Lange noting concurrence in the changes recommended with three exceptions and had no objection to those exceptions.

4. At the request of the Executive Committee, the Committee reviewed the **Faculty Code** provisions regarding the appointment of vice presidents and other administrative officers whose positions relate to academic matters. The result of the Committee's deliberations was its submission of "A RESOLUTION TO AMEND THE FACULTY CODE PROVISIONS CONCERNING FACULTY CONSULTATION IN THE APPOINTMENT OF ADMINISTRATORS WHOSE POSITIONS RELATE TO ACADEMIC MATTERS," (87/10), adopted by the Faculty Senate April 8, 1988.

5. At the request of the Executive Committee, the Committee began a review of the proposed Conflict of Interest Policy. That review was not completed and will be continued during the next term.



John A. Morgan, Jr., Political Science
Chairman

Members of the Committee

Victor Cohn, Pharmacology

David Curtis, Radiology

Kurt Darr, HSA

Robert Fortner, Communications

Joseph Gastwirth, Statistics

Charles Gilmore, CMEE

Paula Kaiser (Emeritus), Anesthesiology

John Lobuts, Management Science

Howard Pierpont, Surgery

Judith Plotz, English

David Robinson, Law

Charles Shepherd, Business Administration

Harry Yeide, Religion

ex officio

Clara Lovett, Dean, CCAS

The George Washington University

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